

APRIL 2016 – MARCH 2017 PERFORMANCE OBJECTIVES – GREENWOOD COURT

RESIDENT PERSPECTIVE: Making our homes exceptional places to live		
Objective	Measures	Targets
Expand patient-centred model of end-of life care that will support our pursuit of excellence in palliative care	<ul style="list-style-type: none"> • Knowledgeable families • Meet LSAA obligation for 2016. • Policies that meet standards for end of life 	<ul style="list-style-type: none"> • To have staff trained in CAPCE (Comprehensive Advanced Palliative Care Education) and Fundamentals of Hospice Palliative Care • We will implement two Palliative Care best practices, as per the Canadian Hospice Palliative Care Association. • Implementation of Sienna Care PCC assessments relating to Palliative Care • Revise our Palliative Discharge Survey for LTC .
To ensure that the safety and quality care of our residents meets or exceeds provincial averages	<ul style="list-style-type: none"> • Establish LQIP measures and goals to meet HQO benchmarks. • Optimize use of technology to support quality of life for residents, tenants and families. • Review pharmacy needs for the home for the upcoming 3 years. 	<ul style="list-style-type: none"> • Ensure use of technology to obtain resident information, to promote discussions and changes using MDS, Clinical Connect, E- Health and OTN. • New call bell and emergency response system for the building • Complete RFP 2016 for pharmacy. • Partner with South West LHIN Wound Management Program to increase capacity of wound prevention protocols. • Work with MOHLTC funded Nurse Practitioner to develop one best practice for 2016.
To maintain and enhance existing programs & partnerships and cultivate new ones	<ul style="list-style-type: none"> • Seek out partnerships with research organizations, to enhance knowledge, innovation and best practises. • Connecting with community partners in programs such as – volunteer relations, community gardens, partnership grants & fundraising 	<ul style="list-style-type: none"> • Continue conversations about community gardens and develop a plan for the future. • Develop relationships with partners, for Greenwood redevelopment/growth in care and services. • Increase by 5% college and university placement students. • Offer facility to support groups and educational groups at a minimal cost (i.e. Stroke, Alzheimer’s, etc.). • Increase by 10% this year, the TCMH bus usage for connecting our seniors to the community.
Prepare for the resident and family of the future	<ul style="list-style-type: none"> • Expand our Resident’s Experience Survey process to promote our current patient experience and the expectations of the future. • Promote new and innovative care and design developments. 	<ul style="list-style-type: none"> • New state of the art phone systems to be installed 2016 • Enhanced cable and internet services for residents to be installed • Revitalise retirement dining area, physically, and with food service delivery. • Investigate alternative dining models and develop renovation plans for independent living area.

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	<ul style="list-style-type: none"> • Enhance changing spiritual needs at Greenwood. • Determine trends in seniors' living facilities. 	<ul style="list-style-type: none"> • Develop a Family Skype Program in the Recreation Department. • Continue to build Music and Memory Program to 90% in LTC. • Consider replacement program of bath tub to showers, in apartments, replacing three as a trial. • Conduct Spiritual Need Survey and revise how pastoral support is provided. • Develop an invitation to worship for all new residents. • Review admission process for residents, tenants and families. • Develop a new file system for all resident business files.
EMPLOYEE PERSPECTIVE: Making Tri -County Mennonite Homes an exceptional place to work		
Objective	Measures	Targets
Create a dynamic environment and culture of continuous learning.	<ul style="list-style-type: none"> • Realign education and training within Greenwood. • Implementation of staff mentors with a new orientation process • Partner with Sienna to assist in continued learning. • Partner with MOHLTC-funded Nurse Practitioner to assist in education and training in the LTC division. 	<ul style="list-style-type: none"> • Develop e-learning capacity within the home through “My Trainer” – “Surge Learning” • Expand the OTN to support cost effective delivery of education, training and meetings. • Promote wellness relating to infection control practices (i.e., handwashing and environmental cleaning). • Enhanced Leadership Training for registered staff • Ensure that all staff who do Resident Assessment Instrument Minimum Data Set (RAI-MDS) are trained and tested in AIS (Assessment & Intelligence Systems).
Excellent people positioning for the future	<ul style="list-style-type: none"> • Continue to provide opportunities for students from colleges and universities • Review staff payroll and schedules practices for enhancement of roles • Ensure career opportunities, succession planning and leadership development • Recruit and retain the right people 	<ul style="list-style-type: none"> • Maintain relationships and connections to support student placements (increase by 5 % college and university placement students). • Work with Health Force Ontario to recruit Registered Practical Nurses and Registered Nurses. • Develop a lead for new payroll and scheduling software that will be introduced by the end of 2016. • Work with HR at TMCH to assist in development of recruitment strategies with focus on Personal Support Workers and Food Service Worker programs.

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INTERNAL PERSPECTIVE: Being a leader in quality improvement		
Objective	Measures	Targets
Actively engage in research and apply best practices to achieve quality of life for residents.	<ul style="list-style-type: none"> • Recruit and uphold mandate for Nurse Practitioner funded by the MOHLTC. • Participate in best practise engagements through the LHIN and MOHLTC. 	<ul style="list-style-type: none"> • Nurse Practitioner to be selected and on-boarded with Greenwood Court and Knollcrest Lodge • Participate in “in-house” research with Tena, regarding skin care and incontinence associated dermatitis. • Tour LTC homes recognized for best practices’ deliveries of care - Montessori and Butterfly theories. • Develop at least one creative dementia care technique, from tours of best practice homes.
PHYSICAL AND FINANCIAL PERSPECTIVE: Ensuring sustainability		
Objective	Measures	Targets
Maximize the use of technology in financial, human resources, quality and risk management	<ul style="list-style-type: none"> • Ensure Greenwood is competitive in the senior market. • Ensure software programs are meeting the needs of residents, as well as users. • Happy residents who use technology to support their needs 	<ul style="list-style-type: none"> • Redesigned the billing process in retirement living with the new PCC software. • Expand the data base in retirement living to improve waitlist management. • Expand maintenance care documentation for future reference. • Wi-Fi installation through building, for growth of technology programs by using apps. (One Call, PCC and Maintenance Care)
Reduce carbon footprint and promote a socially responsible environment for the future	<ul style="list-style-type: none"> • Minimize garbage and enhance recycling processes. • Efficiency in lighting projects 	<ul style="list-style-type: none"> • Use waste audit completed in 2015 and seek opportunities to input ideas and savings. • Introduce a waste management “green” committee for Greenwood.
Meet and exceed budget expectations	<ul style="list-style-type: none"> • TCMH Board financial committee approval 	<ul style="list-style-type: none"> • Review month statements and variances. • Leadership Team to gain enhanced knowledge of financial systems